

**Northern New Mexico Pueblos USDA Stronger Economies Together (SET)**

**Regional Economic Development Plan**



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Ildefonso, Tesuque and Picuris**

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## Stronger Economies Together Initiative

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Launched in 2009 by USDA Rural Development in collaboration with the nation's Regional Rural Development Centers (RRDC) and their land-grant university partners, the purpose of the Stronger Economies Together (SET) program is to strengthen the capacity of communities in rural America to work together in developing and implementing an economic development blueprint that strategically builds on the current and emerging economic strengths of their region. Important elements of the Stronger Economies Together program builds collaboration between communities in a region, provides tailored economic analysis to help capture the region's current or emerging clusters and comparative economic advantages, and is supported by technical assistance provided by land-grant university extension systems to the region over a period of several months including the SET training.

The SET program provides the region with technical assistance through planning, coaching, and the development of tools to strengthen the region's economy. SET regional participants build competencies to accomplish effective economic development by completing the following training modules:

- Building collaboration between communities in the region
- Identifying the region's demographic strengths, challenges, and barriers
- Employing "Asset Based Community Development" (ABCD) practices and tools
- Conducting economic analysis to identify the region's competitive advantage
- Exploring strategies to capture and take advantage of current and emerging industry clusters
- Creating a high quality plan (HQP) including strategies and performance measures

### Benefits of SET

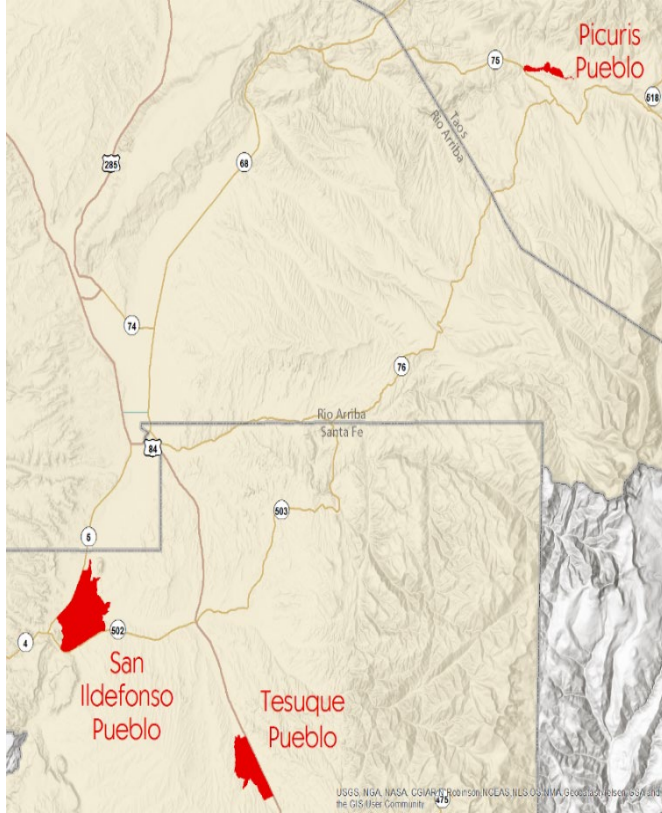
- Step-by-step coaching to guide the design and implementation of a practical and viable regional economic development plan.
  - In-depth data tailored to the region, describing its current and emerging clusters, comparative economic advantages, and detailed demographic and socio-economic information.
  - Tools to uncover local assets and resources that can advance the region's economic strategies
- Technical assistance from Extension educators, USDA RD state staff, the Regional Rural Development Centers, and the Purdue Center for Regional Development to guide the initial stages of implementation of regional goals and strategies.

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## Northern Pueblos Executive Summary

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This Regional Economic Development Plan serves as the roadmap for future economic development efforts



of the Northern New Mexico Pueblos SET Region, which includes San Ildefonso, Tesuque and Picuris Pueblos. Key regional Tribal leaders, Tribal council members, community members and diverse stakeholders embraced a spirit of regionalism to support this initiative.

Implementing the strategies and action items described within this document will strengthen the ability of the Northern New Mexico Pueblos SET Region to better secure their economic future and position itself as a competitive region, building on individual strengths, yet collaborating on shared values and initiatives. This plan reflects a nine module planning process with active participation from business, civic, and community leaders and their members. Significant research and

community discussions have led to the development of this plan.

The Northern New Mexico Pueblos SET Program (NNMPSP) is unique in a number of important ways. First, the NNMPSP marks the first time these three communities have engaged over a period of time on specific ways to collaborate on economic development that both broadened their own community's economic potential, but moreover explore how together they can be a force greater than their individual parts. Secondly, these three communities are not a contiguous area, but actually lie in three separate counties. Working together marked an important venue to explore and identify opportunities they might work on together, benefitting each of their communities and the region as a whole. Third, the format used was slightly amended to fit the cultural Native American requirements of the three communities. This meant that buy-in from the leaders at each community was required before moving forward. It also meant that rather than having one civic forum, we had four - one at each community to commence SET and learn what communities and their leaders wanted in terms of economic development, followed by a large all three Pueblo meeting to initiate the SET process. We also had individual community SET meetings at each Pueblo for goal setting, as this allowed each community to work on their specific goals within the broader areas outlined during the SET process. **If the NNMPSP is accepted, it will be the first Tribal SET Plan in the country, paving the way for other Tribes to do the same.**

Garnering support beyond the leaders and deep within the community required a variety of tactics including: house-to-house visits, newsletter announcements, phone calls to entire communities, eventbrite invitations, mass email letters via mailchimp, door prizes and food for attendance at community meetings. Because of the uniqueness of this SET initiative, a variety of ways to garner support was required and significant effort went into this on a continuous basis.

After significant discussion and analysis of economic data, the three communities collectively (and individually) came up with five key areas to concentrate on:

1. Agriculture
2. Cultural Tourism
3. Tribal Businesses and Entrepreneurial Development
4. Youth Development
5. Affordable, safe and code compliant housing for community members

The communities all envision each of these areas as important for bringing economic potential to their Pueblos and for the region as a whole. All are parts of a whole in creating healthy, sustainable and economically vibrant communities and regional strength which supports them all collectively and individually. As the cluster mapping shows, agriculture and tourism are growing, emerging areas of development for the region and play on the region's competitive and comparative advantages. While youth is not seen as an emerging economic cluster, supporting education, healthy engagement and supportive environments for youth is critical for each community's health and future and for the region. Furthermore, affordable and accessible housing is essential for healthy communities and the region. Tribal and microenterprise development help build the local economy, creating jobs and income opportunities for Tribal members and others. And, while each focused on supporting and improving these areas within their communities, they also recognized that collectively, programs and initiatives will support each other and that their ultimate goal is to connect, rather than be fragmented.

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## Northern New Mexico Pueblos Description

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San Ildefonso, Tesuque and Picuris Pueblos located within north central New Mexico are isolated subgroups within three different counties, yet share a common vision for economic vitality for their communities and for the region. These three Tribes have taken great strides in developing their economies and raising the quality of life for their community members, yet significant economic disparity still exists within each and amongst the three as a region. Economic security is challenging for individuals and households and for Tribal communities struggling to survive and maintain their cultural heritage. Households at each community

struggle to feed and support their families due to low median household incomes that linger at the poverty level. From 2009-2013, Picuris Pueblo had one of the lowest percentages of people who worked 50-52 weeks per year (39.8%) in the nation. 42.6% did not work at all, 12.7% worked 15-34 hours a week and 1.9% worked 1-14 hours. At San Ildefonso, the situation is different, where 56.9% of the population worked 50-52 weeks a year and 24.6% had no work. At Tesuque, the community had 56.0% who worked 50-52 weeks a year, 21.7% who did not work at all and 11.8% who worked less than 26 weeks (U.S Census Bureau 2014). This signifies that each of the above communities have a large percentage of members not engaged in full-time work, and many do not have jobs at all – 42.6% Picuris, 24.6% San Ildefonso, and 21.75% at Tesuque. All of these statistics are far above the nation’s unemployment rate that hovers around 5.5% (U.S Census Bureau 2014).

The following is a comparison of a key quality of life indicator, median household income (MHI), in the nation, state, nearby counties, and the three Native American communities (Picuris, Tesuque, San Ildefonso Pueblos) to be served by the proposed project. The most recent year in which accurate, reliable information is available on these communities is 2012.

<b>Location</b>	<b>MHI</b>	<b>% of MHI</b>
United States	\$52,970 <sup>1</sup>	100%
New Mexico	\$43,383 <sup>2</sup>	82%
Los Alamos County	\$106,426 <sup>3</sup>	201%
Santa Fe County	\$52,917 <sup>4</sup>	100%
Picuris Pueblo	\$15,076 <sup>5</sup>	28%
Tesuque Pueblo	\$37,544 <sup>6</sup>	71%
San Ildefonso Pueblo	\$32,507 <sup>7</sup>	61%

This MHI data is significant because it quantifies the stark economic reality of the three Pueblos in the Northern New Mexico setting. NPHA Member Pueblos reside nearby Los Alamos County, Taos and Santa Fe Counties. Los Alamos, home of the Los Alamos National Laboratory (LANL) is cited as the top one or two wealthiest localities in America. New Mexico’s capital city, Santa Fe County, has an average MHI by national standards, but it is far above the New Mexico average, which is 49th in the nation. And, this low ranking is still well above the MHI at any of the Pueblos we serve.

NPHA Member Pueblos are located in a high cost area and experience some of the widest income disparity disadvantages of any place in the country. With very few exceptions, the high expense of owning a home, starting a business, or procuring life's basic needs is no different for pueblo members than it is for non-Native peoples who live in neighboring communities. Yet, depending on the tribe, the average NPHA pueblo member must try to make ends meet in the same high cost world with only a quarter or half the resources of non-Pueblo Members. Creating new business opportunities through tribal and self-employment, agricultural development and cultural tourism businesses brings opportunities to each community and the region as a whole. Providing youth with opportunities via programs that strengthen their skills, increase their world views, networks and chances of succeeding in school and work, also strengthen the region and each community. And, assuring affordable, code compliant homes, in each community fosters strengthened communities and the region. The Northern New Mexico Pueblo Region Stronger Economies Together Plan is holistic in nature, builds on the strength of its neighbors and builds stronger communities that can and will become less dependent on outside resources for their livelihood and survival over time.

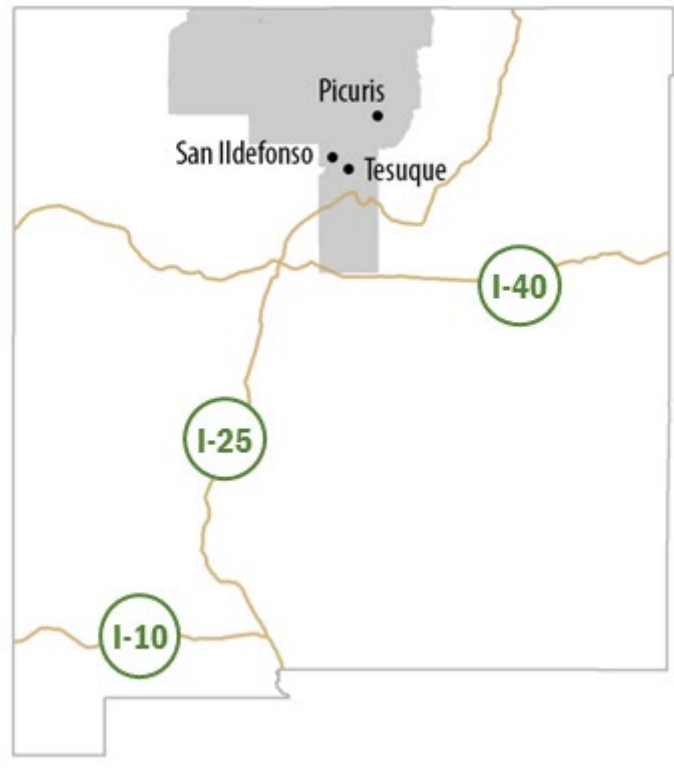
Picuris Pueblo is the smallest of New Mexico's 19 Pueblo Tribes. Despite its geographic remoteness and struggle economically, the Tribe has survived for over 700 years. Located in the isolated and scenic valley of the Sangre de Cristo Mountain Range in Taos County, the Pueblo is 32 miles north of Espanola and 25 miles south of Taos. The Pueblo's land spans 23,000 acres, 17,000 are reservation and 6,000 considered checkerboard that interweave with privately held property and the US Forest Service.

There are 305 enrolled tribal members in total, with 170 living on tribal land. Opportunity for employment is scant. Over 90% of the population lives below the County of Taos median household income of \$31,653 per year (2013) and 21.9% of Picuris Pueblo residents live in poverty. The median household income in 2014 at Picuris Pueblo was \$16,250 compared to \$42,090 in New Mexico and \$50,046 nationally (U.S. Census 2014). As of the last census, Picuris Pueblo unemployment rate was over 55%. Of those Pueblo members who do have employment, most commute under 25 minutes daily, which means that most work within the area and make considerable less than the New Mexico average.

The Pueblo of Picuris is a federally recognized tribe listed in the U.S. Government's Federal Registry. As such the Pueblo of Picuris is recognized as having a government-to-government relationship with the United States, with the responsibilities, powers, limitations, and obligations attached to that designation. The Pueblo of Picuris also has a Section 17 Corporation, Three Eagles, which handles many of its economic development ventures.



The Pueblo traditionally relied on farming, stock raising and hunting for subsistence. Today these activities have almost entirely been abandoned and there has been a steady exit of tribal members seeking employment opportunities outside of the Pueblo. In spite of this, Picuris Pueblo has strived to support its Tribal members and has implemented successful economic development projects, including a joint-venture partnership in the four-star Hotel Santa Fe, a smoke shop/liquor store in neighboring Peñasco, a hunting tourism project, and bison production. It is currently working on the development of a 1MW ground mounted, community-scale, solar array that Northern Pueblos Housing



Authority is managing. The solar array will provide energy for the entire Pueblo and offset energy costs for the Tribe. Furthermore, Northern Pueblos Housing Authority recently completed an Economic Development Plan for the Tribe, which evaluated the viability of a solar powered RV park, C-store/ travel center and gas station. Charcoal production is another venture that has been in the works for years that has stimulated great interest, but there have never been sufficient funds to get the operation up and running. Current focus is on cultural tourism, agriculture, youth development and affordable housing (described in goal section in detail).

Tesuque Pueblo, encompassing more than 17,000 acres, is located in the foothills of the Sangre de Cristo Mountains and located 10 miles (16 km) north of Santa Fe, New Mexico off U.S. Highway 84/285. It is one of the smallest and most traditional of the Tewa speaking pueblos in New Mexico with a population of 407 members. Tesuque is probably the wealthiest of the three Tribes, in part because it is the only casino Tribe of the three. It also has an Economic Development Corporation (Section 17 Corporation) that is governed separately from the Pueblo administration. It is responsible for carrying out projects and developing the Pueblo's short and long-term economic development goals and projects and a number of large scale projects are underway in areas of youth development, agriculture, housing and tribal business development. The Pueblo of Tesuque owns a number of businesses, including a casino called "Camel Rock" and a profitable convenience store with a prime location on a major US highway near the City of Santa Fe. The corporation owns a 150- unit mobile home complex (operating at low efficiency) and operates a year-round "Flea Market" a few miles out of the City of Santa Fe, currently operating at a loss.



The Pueblo of San Ildefonso is located 23 miles (37 km) northwest of Santa Fe, New Mexico via U.S. 84/285 and west off N.M. 502. The Pueblo de San Ildefonso's traditional name, Po-woh-ge-oweenge, means "where the water runs through." This refers to the Rio Grande River's passage through San Ildefonso trust land. San Ildefonso is located in Santa Fe County, adjacent to Los Alamos and Rio Arriba counties, and is an integral part of the Pojoaque Valley Region. San Ildefonso is one of the six Tewa speaking Pueblos in New Mexico. San Ildefonso Pueblo covers 60,000 acres, and has a population of 524 members (U.S. Census 2014) with 193 households, and 136 families. Thirty percent of San Ildefonso Pueblo's population is long-term residents having lived in their homes for more than five years, while 19% of San Ildefonso Pueblo's population has moved in the last couple of years. Income data for San Ildefonso Pueblo is sourced from census 2014 and is considered unreliable due to small sample size and unacceptable margins of error. Education data show that San Ildefonso Pueblo represents the highest level of education attained by residents. In San Ildefonso Pueblo, 27.5% of residents 18 and over graduated from high school and 21% completed a Bachelor's degree or higher, which is 19% lower than that of Santa Fe County (U.S. Census 2014).

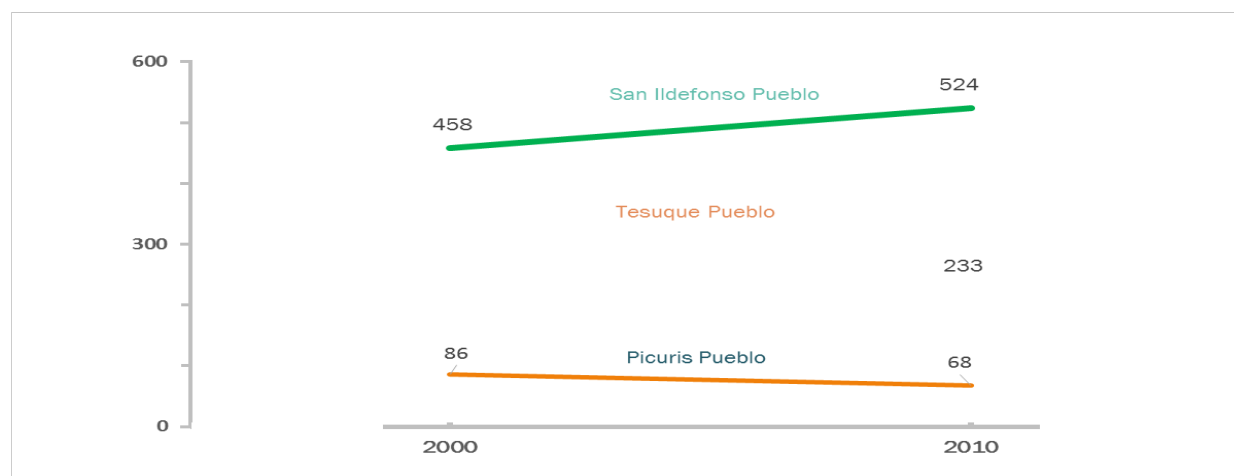
San Ildefonso Pueblo currently employs approximately 60 individuals in either full or part-time positions. San Ildefonso used to have a development corporation called San Ildefonso Pueblo Enterprise Corporation, but this is now defunct, due to poor management. The Pueblo de San Ildefonso administration owns and operates two convenience stores. The operations have been poorly managed and marketed in recent years and are break-even operations, at best. Other initiatives San Ildefonso Tribal Government has recently explored include the development of 33-acres of fee simple land for which a master plan was developed. The plan included many development options, such as initiating temporary housing for contract workers in Los Alamos then to be converted to San Ildefonso residential housing. Additional project ideas include the development of a bed-and-breakfast located at an old trading post building on the reservation; various cultural tourism ideas; an agricultural business plan currently on hold, but that could interface with the Indian Food Hub initiative; affordable housing, investigation into opportunities for San Ildefonso's artisans; and the resuscitation of a telecom business.

The below figures show a comparison of median household income from 2000-2013 between the Pueblos; this is taken from SET training modules prepared for group sessions.

## Household Median Income, 2000 & 2013

	San Ildefonso Pueblo	Tesuque Pueblo	Picuris Pueblo	U.S.
2000	\$30,886	\$34,886	\$21,136	\$57,345
2013	na	\$37,544	\$15,076	\$52,250

Source: Northern Pueblos Housing Authority



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## Northern New Mexico Pueblos Regional Vision

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The Northern New Mexico Pueblos Regional (SET) Plan envisions a dynamic, rich and healthy regional economy that connects the three communities, yet honors and values each community's uniqueness in culture, natural resources, and economic goals.

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### Introduction

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#### Acknowledgements

The Northern New Mexico Pueblos Region would like to thank the staff from the United States Department of Agriculture Rural Development, Regional Rural Development Centers, and New Mexico State University Extension for support throughout the course of this project. We would also like to show our appreciation to the Northern Pueblos Housing Authority, Camel Rock Casino, Santa Fe Hotel and Spa, True Value Hardware in Pojoaque, Avanyu Constuction, El Parasol, Valero Gas Station, Sopapilla Factory, Dixon Market, and Zuly's, as well as the distinguished individuals that took part in the training sessions, and numerous other individuals, for their invaluable insight and ideas that led to the creation of this plan. We also thank the LANL Community Partnerships Program, North Central Economic Development, and the support of our 3<sup>rd</sup> Congressional District.



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### Regional Collaboration

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This is the first time these three communities have collaborated together on an economic development plan and this is the first All Pueblo SET Program in the country. This is a remarkable endeavor for each of the communities who historically do not work jointly or collaboratively. The plan has buy-in from each of the Tribal communities and their leaders:

- Governor Gary Pyne, Picuris Pueblo 2014-2016
- Governor Mountain, San Ildefonso Pueblo. 2014-2017
- Governor Michael Vigil, Tesuque Pueblo, 2015-2016
- Matt Olin, CEO Tesuque Economic Development Corporation 2015-2016
- Council Members at each community
- And many, many community members

Key decision makers’ explicitly expressed commitment to support the plan’s implementation by meeting together in August 2015 and proclaiming their interest and commitment. Each signed a statement stating they would commit to the process. Additionally, public input and support was garnered through creation of a SET database to include each and every community member as well as reach out to supporting agencies, as stated



above. A list was generated initially and grew to include other community members and stakeholders during the process. The list was used to send eventbrite announcements supplemented with mailchimp and newsletter updates on the SET process and meeting dates. Because some Pueblo members don’t use the internet, calls were made to our list prior to every meeting.

There were three successful community civic forum meetings under the SET program. In total we had a total of 92

participants across the three meetings. This was a fabulous turnout (particularly for Tribal communities) and showed the importance of this program and the excitement for each community individually and collectively. Subsequent monthly meetings had between 15-30 participants. Each of the Pueblos hosted meetings, alternating locations and venues and times to accommodate hosts. The following matrix outlines each meeting, where it was held, when and the number of participants.

Meeting	Who/ Why	Where	When	# of attendees
Three (3) all government-only meetings	Government Leaders and Council to further explain program	Tesuque	August 14, 15, 16, 2015	4
		San Ildefonso		3
		Picuris		5
One (1) Government only meeting	All three government leaders, USDA,	NPHA	September 2, 2015	8

	NPHA –to confirm all on board			
Three (3)	All invited (community members and leaders) Civic Forums, one at each community to present the Stronger Economies Together plan, discuss and begin the process.	Tesuque San Ildefonso Picuris	October 20, 2015  October 22, 2014 October 28 2015	30
One (1) – All-three Pueblo Civic Forum – to share what each community had discussed individually and show alignment, challenge areas and path forward	All three government leaders, USDA, NPHA, community members	Hotel Santa Fe, hosted by Picuris Pueblo	November 17, 2015	62 attendees
Seven (7) additional all-Pueblo and individual meetings to move the process forward, write their economic development plan, and submit to USDA for approval in late July or early August 2016. These meetings were held	All three government leaders, USDA, NPHA, community members	Varied by date but were across each community	one at each Pueblo, 3 total, on December 15 <sup>th</sup> , February 11, and scheduled for April 13, 14 <sup>th</sup> , and on May 12 <sup>th</sup> and June 9th 2016).	Varied by date (11-23)

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## Regional Economic Goals

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Based on this input from Tribal leaders and community members coupled with the resources explored throughout the Stronger Economies Together process, the following goals for the Northern New Mexico Pueblos Region were developed:



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Throughout the process the communities discussed where they wanted to put their efforts and which goals they wanted to focus on individually and collectively. The following plan represents each Tribe's individual goals and mechanisms for strengthening the Northern Pueblos Region as a whole, so that they are sharing assets, goals, opportunities and strengthening their regional efforts. The regional strength of this plan is that although each community is focusing on key programs for their communities, they are aligned by common themes and programs which build their regional economy, connect the pueblos and strengthen the work that Northern Pueblos Housing Authority does in conjunction with the communities it represents.

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## Regional Economic Development Plan

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### Goal 1: To create a vibrant agriculture economy for our communities

Under this goal, Picuris Pueblo is the only community that was clear on stating this was a priority area currently. However, since submission of the draft plan in October 2016, NPHA has won, in conjunction with Mobil Grocery (MoGro) a USDA Local Food Promotion Program Grant. NPHA's role within this grant award is to aid, guide and mentor those agricultural producers, or those that want to be producers, in business development and market linkages. In late January, after the new governors for each community are elected, NPHA will begin a survey of each community to identify those interested in being mentored and trained in enterprise development for their agriculture businesses. This could be a small garden or something larger, such as bison production for the entire community. In addition, producers will be linked to local markets, such as MoGro, the Santa Fe Farmer's Market, Squash Blossoms, and local farmer's markets during the summer. This grant and subsequent work over the next three years will support the Northern New Mexico Pueblo's Regional agricultural economy. We will be linking producers to each other through business trainings, informational sessions and outreach, and markets.

**Picuris Pueblo**, as well as many other Native American Tribes, has a long history and connectivity to bison. Picuris Pueblo members traded bison hides and dried meat with the Comanche and Apache 100s of years ago in the Mora Valley. Bison populations dwindled overtime. Fifty-seven tribes across the country, in addition to a good number of non-Indian ranchers, now have bison herds.

Picuris Pueblo is a member of the Inter-Tribal bison cooperation (ITCB), which includes 58 tribes nationwide from 19 states that collectively have over 15,000 bison. Bringing back buffalo to Native Lands is a common goal, as is working cooperatively to establish new blood lines. The ITCB was formed in 1990 to coordinate and assist tribes in returning the buffalo to Indian Country. In June of 1991, with the help of the Native American Fish and Wildlife Society, Congress appropriated funding for tribal bison programs. The ITRBC coordinates education and training programs, develops marketing strategies, coordinates the transfer of surplus buffalo from national parks to tribal lands and provides technical assistance to its membership in developing sound management plans. Members of the ITBC believe that reintroduction of the buffalo to tribal lands will help heal the spirit of both the Indian People and the buffalo.

In 1993 Picuris Pueblo started a bison program to restore its bison population in a manner that is culturally compatible with their tribal beliefs and practices. This includes restoring the bison herd as a food source for tribal members, as well as traditional spiritual practices for its people. The Picuris herd was started with one female and one bull. Today they have over 65 head, not including the calves, maintained on 700 acres of land. The herd grazes on wild alfalfa, clover, wild amaranth, and other natural grasses. During the winter months they eat hay grown by the pueblo. No hormones, antibiotics or other grain is given to the herd. The program is managed by Gary Pyne, former governor.

According to nutritionists, bison meat is an excellent source of CLA, rich in beta-carotene and omega 3 fatty acids. It is leaner than beef, rich in protein, iron, zinc, and vitamin B12. The national Bison Association promotes it as having significantly less fat and calories than beef overall. Current production is about 7-10 calves per year. Meat production is dependent on the size of the animal, average is about 800 pounds. Right now the meat is sold through Picuris smoke shop and to tribal members living on the reservation. The Pueblo plans to increase their heard size; increasing the heard size also means adding to the current total pueblo land base.

Bison are classified under the Federal Meat Inspection Act as an exotic species. This classification causes some unique regulatory provisions. All bison marketed into the commercial marketplace must be processed in an FDA-approved facility and producers/processors may also request “voluntary inspection” services from



USDA Food Safety and Inspection Serves or form an accredited state-inspection program which offers inspection at least equal to USDA. Taos County has a mobile *mantanza* for slaughtering, but there has not been sufficient bison to make the facility profitable or meet expenses. The former governor has great aspirations to make the bison program a big success for Picuris Pueblo both as an income source for the tribe, but also to promote the following:

1. As a nutritious food source for tribal members that have been traditional a part of their diet;
2. Self-sufficiency for the tribe through animal and by-product sales; and
3. The cultural traditions of Picuris through their Buffalo Dance that takes place during the winter months.

**Challenges to this include:** Finding a place to slaughter that meet USDA standards; growing the herd to a stable size and increasing bloodlines; finding funding to continue to support this important food source and cultural program; and connecting the dots on inspection standards and classification codes.

**Regional Economic Benefits:** The regional economic benefit to the above goals is in creating viable economic opportunities that support each community and the region in diverse and vibrant and sustainable agricultural economies. **As shown in the industry cluster information, agriculture is a growing industry in NM, particularly in northern NM.**

**Strategy Picuris:** To create a bison enterprise program that includes amongst other things, the care of, slaughter, preparation and packaging of bison, to be fully operational by 2018.

Strategies/Activities	Responsibilities	Resources	Timeline	Benchmarks	Status
Secure funding (loans or grants)	Governor, Tribal Council and Three Eagles Board (Three Eagles is Picuris's Economic Development/ Business entity) Tribal Administrator	NPHA Economic Development Director; LANL Community Partnership Office	January – June 2017 and on-going as needed	Loan or grants obtained	In the works
Investigate USDA certification and apply for certification	Governor, Tribal Council and Three Eagles Board; tribal lawyer Tribal Administrator	Research	March 2017	Certification papers; legal documents	Working on it

Complete business plan	Governor, Tribal Council and Three Eagles Board Tribal Administrator	Research required	June 2017	Completed business plan	pending
Secure Materials (cooler, butcher materials, etc.)	Governor, Tribal Council and Three Eagles Board (Three Eagles is Picuris's Economic Development/ Business entity) Tribal Administrator	LANL Funding submitted	June-July 2017	Procurement statements;	Submitted, Oct. 2016
Training for Agriculture enterprises under USDA LFPP	Governor, Tribal Council and Three Eagles Board, NPHA, community members and entrepreneurs	NPHA Economic Development Director	June 2017 – April 2019	# of participants; # of new businesses created; Increase in sales of businesses	Pending
Implement BP, hire staff and begin business	Governor, Tribal Council and Three Eagles Board	Research	July - September 2017	Staff hires, CVs, operational plan	Pending
M and E	Governor, Tribal Council and Three Eagles Board; Tribal Administrator	Research	On-going	Sales reports; Staff reports; market reports	Pending
Open House and Lessons Learned Meeting	All three SET Governors, Tribal Councils from each community and any community members, stakeholders	Picuris Gym Outreach/flyers	November 2018	Flyer; # of participants; Lessons learned report disseminated	Pending

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## Target Outcomes:

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### Short Term Year 1:

- Multiple funding sources are identified via the Tribal Administrator;
- A timeline created with action plan to secure funding; and
- A business plan is created with tangible actions, roles and responsibilities in the first year.

### Intermediate Years 2-3:

- Bison Program secures \$250000 in combination of funding and loan resources and is fully operational by end of 2019.
- Funding sources are renewed and continued outlook for additional funding to expand program is designed into timeline, outputs and outcomes.
- Diverse markets are identified and Picuris's bison is sold at 2-3 market outlets during the first 2-3 years.
- Share results, lessons learned with all three communities 2018

### Long Term Years 4 and beyond:

- Bison Business is sustainable, creating on-going income for the Picuris Community through meat sales, community members' health is increased, through bison consumption, and cultural traditions are preserved.
- Markets are expanded to 3-4 additional markets

## Goal 2: To support youth development in our communities by helping them make better lifestyle choices that result in healthier, happier and more economically successful lives.

Each of the three communities knows that securing a strong foundation for youth is at the heart of each community's future. Native American youth face increased rates of suicide, bullying, domestic violence, drug and alcohol abuse, lower levels of college attainment, and struggle to maintain their cultural preservation. The following national statistics illustrate this point:

- The number of Native American youths living in poverty is 1-3.
- Only 67 percent of Native American's graduate, which is the lowest of any racial/ethnic demographic group across all schools.
- For Native youth ages, 15-24 years old, suicide is the second most prevalent cause of death and close to 2.5 times higher than the national rate<sup>1</sup>.



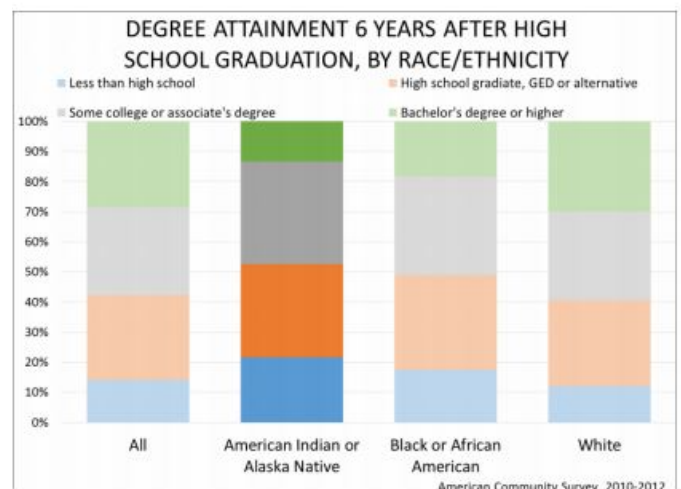
The two thousand forty-six enrolled members of the Northern New Mexico Pueblos of Picuris, San Ildefonso, and Tesuque share a common heritage and continue to honor similar cultural and spiritual traditions. Today, the three Pueblos are also committed to a vision of



preserving and promoting self-reliance for their people in the midst of fast-paced changes that continually reshape the economic,

environmental, political, and social context of Pueblo life.

However, they experience significant institutional and intergenerational challenges in reaching their potential. Native children are far more likely than their non-Native peers to grow up in poverty, to suffer from severe health problems, and to face obstacles to educational opportunity. As the above graph show, degree



<sup>1</sup> [https://www.whitehouse.gov/sites/default/files/docs/20141129nativeyouthreport\\_final.pdf](https://www.whitehouse.gov/sites/default/files/docs/20141129nativeyouthreport_final.pdf)

attainment for Native American's is far less than for African American's or White's. These shocking national statistics speak to a nation-wide problem, but also speak to the issues the three communities face in youth development and the importance of supporting them to reach their educational potentials and long-term economic stability for themselves and their families.

It is estimated that one in three American Indian and Alaska Native children live in poverty in the United States. And in New Mexico, a very poor state, overall poverty is high and generally higher in Indian Country. It is estimated that one in five, or 18% of all New Mexicans are living in poverty and in Indian Country this rate jumps to 31%<sup>2</sup>. Poverty rates go hand-in-hand with education levels and college attainment. High School graduation rates for Native American's (67%) is the lowest among all demographic groups in the US and for college, and statistic show that only 13.6%<sup>3</sup> of American Indians actually receive a college degree. Twenty-two percent of American Indians and Alaska Natives ages 25 and older have not finished high school, and only 13 percent have completed a bachelor's degree or higher, compared to 29 percent of the U.S. population who have a bachelor's degree or higher<sup>4</sup>. In the three communities that NPHA serves we see similar alarming indicators as with national statistics. Without many urgently needed investments and reforms targeting Native youth in education and other high impact areas, Native youth face even greater challenges in the future<sup>5</sup>. Each community will create a youth empowerment solutions program targeting the needs, challenges and opportunities for each community's youth.

**Regional Economic Benefits:** Through the creation of programs that support youth in a variety of areas we are in essence building the resiliency and empowerment of youth now and in the future, across the communities. Although each strategy/program to build youth empowerment is different, they all focus on building their capacity to have more secure futures and reach their aspirations. By creating individual youth programs, youth across each of the communities who interact at schools, dances and other social events) we are fundamentally strengthening their capacity to succeed academically and economically in the future. NPHA is actively searching other youth funding opportunities for each community collectively – looking for ways to bridge gaps and join forces to strengthen the region.

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## Strategies:

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**Strategy (Tesuque)** - To create a youth empowerment program that supports our youth academically, economically and socially, now and in the future.

Strategies/Activities	Responsibilities	Resources	Timeline	Benchmarks	Status
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<sup>2</sup> A New Mexico KIDS COUNT 2012 Special Report 4 Native American KIDS COUNT

<sup>3</sup> [http://www.collegefund.org/content/our\\_communities](http://www.collegefund.org/content/our_communities).

<sup>4</sup> 40 2010-2012 Amer. Community Survey 3-year estimates, U.S. Census Bureau, U.S. Dep't of Commerce (Nov. 14, 2013), at [http://www.census.gov/acs/www/data\\_documentation/2012\\_release/](http://www.census.gov/acs/www/data_documentation/2012_release/).

<sup>5</sup> ([https://www.whitehouse.gov/sites/default/files/docs/20141129nativeyouthreport\\_final.pdf](https://www.whitehouse.gov/sites/default/files/docs/20141129nativeyouthreport_final.pdf))

Collaborate with stakeholders within Tesuque community to decide on get ideas and community buy-in for youth program design.	Health Staff; Council; Governor; youth in community	Community room to hold meeting	January – February 2017	Flyers created and distributed; Community Meeting Date and attendance; Action plan created (roles, timeline, and deliverables)	Will start in January 2017
Research and Secure Funding	Tribal Administrator; NPHA Development Director, Governor	USDA HUD ROSS ANA SEEDS Chamisa and other foundations	January 2017- December 2017	Development Plan Created; # of applications submitted; # of grants secured	Pending, in discussion with some local foundations for funding in 2017 and targeted grants NPHA will go after on behalf of Tesuque
Devise an annual curriculum, timeline and action plan for funding and implementation	Health Staff; Council; Governor; youth in community	Need to research and secure funding for program but stakeholders will meet to work on curriculum	March 2017- December 2021 (this is on-going)	Identification of funding resources, Creation of action plan with timeline and roles identified; Ideas and means for sustainability	Pending

				for youth programs identified and part of action plan	
Hire staff if needed (or use community leaders to run program or use already on board staff) recruit students, implement program	Health Staff; Council; Governor; youth in community	Tesuque Pueblo and additional funding sources to be secured	January 2018 onward	Curriculum created; Staff hired (if needed), trained and working; # of students enrolled and retained annually	Pending
M and E	Health Staff; Council; Governor	Youth Staff, Health council and stakeholders	FY 2018 - 2021	Program reports; surveys; funding reports	On-going
Annual meeting; All youth and Tribal leaders invited to inclusive all 3-pueblos community youth forum to discuss challenges, strengths, activities and means of collaboration	Health Staff; Council; Governors; youth, community members	Facility identified to hold annual youth forum	Annually starting in June 2018	# of participants # of follow through actions	Annually starting in 2018



**Strategy (Picuris)** Develop and implement a youth program by the end of 2017 that addresses and facilitates reducing truancy, teenage pregnancy, substance /alcohol use and other risk factors so youth can thrive now and in the future.

Strategies/Activities	Responsibilities	Resources	Timeline	Benchmarks	Status
Collaborate and meet with stakeholders within Picuris and invite Penasco community to participate decide on program goals and objectives	Governor of Picuris, Tribal Council, Health and Wellness Coordinator, Tribal Administrator; youth in community	Will hold it in Picuris Gym	January – February 2017	Meeting held, # of attendees, # of youth attendees; Action plan created (roles, timeline, and deliverables)	Underway
Research and Secure Funding and means for sustainability of program	Tribal Administrator; NPHA Development Director, Governor; youth in community	USDA HUD ANA Chamisa and other Foundations	January 2017- December 2017; review annually	Development Plan Created; # of applications submitted	Pending
Devise curriculum, set-up site, hire staff if needed, recruit students, implement program	Governor of Picuris, Council, Tribal Administrator, Health and Wellness Team, Youth leaders	Picuris Pueblo and additional funding sources to be secured	March 2017 onward with program implemented late 2017or early 2018 pending funding	Curriculum created; Staff hired, trained and working; # of students enrolled and retained annually	Pending
M and E	Governor of Picuris; Tribal Admin., youth	Youth Staff, Health council and stakeholders	FY 2018 - 2021	Program reports; surveys;	On-going

	leaders and Health and Wellness coordinator			funding reports	
Annual meeting; All youth and Tribal leaders invited to inclusive all 3-pueblos community youth forum to discuss challenges, strengths, activities and means of collaboration	Health Staff; Council; Governors; youth, community members	Facility identified to hold annual youth forum	Annually starting in June 2018	# of participants # of follow through actions	Annually starting in 2018

**Strategy (San Ildefonso):** To increase the Native American language capacity of our youth to carry on our tradition now and in the future.

Strategies/Activities	Responsibilities	Resources	Timeline	Benchmarks	Status
Collaborate with stakeholders within San Ildefonso to decide on current needs of youth and development of program	Tribal Administrator; NPHA Development Director, Governor Council members	Researching resources	FY 2016- 2017	Meeting held, # of attendees, # of youth attendees; Action plan created (roles, timeline, and deliverables)	Underway
Research and Secure Funding	Tribal Administrator; NPHA Development;	USDA HUD ANA	January 2017- December 2017	Development Plan Created; # of applications submitted	Pending

	Council members;; Governor	Chamisa and other Foundations			
Devise curriculum, set-up site, hire staff if needed, recruit students, implement program	Governor of San Ildefonso Tribal Administrator; NPHA Development	Researching resources	March 2017 – December 2017, revising curriculum on an annual basis	Curriculum completed and amended where needed; # of staff hired; # of students enrolled	Pending
M and E	Governor of San Ildefonso Tribal Administrator; NPHA Development Director; Council members	Youth Staff, Health council and stakeholders	Youth Staff, Health council and stakeholders	FY 2018 - 2021	Program reports; surveys; funding reports
Annual meeting; All youth and Tribal leaders invited to inclusive all 3-pueblos community youth forum to discuss challenges, strengths, activities and means of collaboration	Health Staff; Council; Governors; youth, community members	Facility identified to hold annual youth forum	Annual starting in June 2018	# of participants # of follow through actions (deadlines, roles/responsibilities, deliverables)	Annually starting in 2018

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## Target Outcomes:

**Short Term: (year 1)**

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- 1: Tesuque identifies the needs of youth and creates and implements a youth program via collaboration with key stakeholders based on the desires, needs, and wants of youth in their community;
- 2: Picuris develops and implements a targeted youth program by the middle of 2017 via collaboration with key stakeholders based on the needs of youth in their community; and
3. San Ildefonso creates and implements a youth language program via collaboration with key stakeholders based on the needs of youth in their community.

**Intermediate: (Years 2-3)**

1: Tesuque

- Tesuque continues to refine and sustain their youth program
- Tesuque youth know about, have access to and are enrolled in the youth program;

2: Picuris

- Picuris continues to refine and sustain their youth program
- Picuris and Penasco youth know about, have access to and are enrolled in the youth program; and

3. San Ildefonso

- San Ildefonso continues to refine and sustain their youth program
- San I youth know about, have access to and are enrolled in the youth language program.

4. All share their updates at an annual youth and community forum and think of ways to join forces, collaborate and strengthen their youth regionally.

**Long Term: (Years 4 and beyond)**

- 1: Tesuque's youth program has sufficient funding or means to be sustainable and results in an increase in HS completion, college enrollment, reduced suicides and job employment;
- 2: Picuris's youth program has sufficient funding or means to be sustainable and results in an increase in HS completion, college enrolment, reduced suicides and job employment; and
3. San Ildefonso's youth program has sufficient funding or means to be sustainable and results in an increase in Native language acquisition and use in the home and community.

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## **Goal 3: To create vibrant Tribally-owned and Entrepreneurship Opportunities**

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All three Pueblos face similar challenges when developing a Tribally-owned business: 1) Limited education, training and experience in business management or development; 2) Limited skills in business planning, marketing, sales and inventory control; 3) Limited experience or understanding of how to look regionally/globally for market opportunities; 4) Limited access to capital; 5) Few opportunities to benefit

from mentors and role models; and 6) Continuous changeover in Tribal leadership, resulting in continuous change in longer-range, strategic business plans. The project goal is to enhance economic security at San Ildefonso, Picuris, and Tesuque Pueblos by developing and implementing Tribally-owned and household businesses at each Pueblo.

**1) Limited education, training and experience in business management or development** – Tribal leaders face a daunting decision concerning who is going to develop and grow the Tribally-owned business. One choice is to hire an outsider who has the skills and experience in business development. While this may have benefits, it also carries great risk of having a business operation that is not consistent with tribal culture and customs. Another choice is to hire one of its members who may be more respectful of Tribal culture and customs, but who lacks the business skills to make the business profitable.

**2) Limited skills in business planning, marketing, sales and inventory control** – The relative geographic isolation of the Pueblos (particularly Picuris Pueblo) means that each Tribe must pay close attention to the mission of the Tribally-controlled business: Will it serve local member needs, which means a relatively small scale operation wherein pricing remains low, as will profitability? Or, will the Tribally-owned business focus on products aimed at a larger market wherein pricing is more market-based and the profit potential much greater? Business success requires skill sets in marketing, sales, operations, strategic planning and inventory control. These skill sets become much more critical in a larger business with a larger market reach. The critical issue with any Tribally-owned business is how to fulfill these skill requirements. The easy answer is to hire outside expertise, but a more strategic, and potentially more beneficial answer, is to develop these skill sets among Tribal members over time.

**3) Limited experience or understanding of how to look regionally/globally for market opportunities** – Tribally-owned businesses focusing on local members needs will draw upon their existing cultural ways to creatively market, operate and promote their business among local members. These skill sets already are part of the local culture and customs. Businesses that focus on products or services aimed at a larger market will have to look regionally/globally for market opportunities. This requires expertise in marketing and sales as discussed above.

**4) Limited access to capital** – Pueblos with limited cash revenues and/or reserves will face critical challenges in financing Tribally-owned start-up businesses or expansions. Tribal lands are held in Trust and not usable as collateral, although the small amounts of fee-simple lands purchased by Tribes can serve as collateral. While business financing is available, Tribal leaders and members express limited knowledge of specific business finance programs that are found in New Mexico and across the country. Attracting this financing becomes a daunting task for those unfamiliar with how these programs operate and can be an overwhelming challenge.

**5) Few opportunities to benefit from mentors and role models** – Most successful business people readily credit their success to their mentor or others who have served as role models. Pueblos have very few members who have been successful business people with demonstrated expertise and experience in business success. This is a critical challenge that is of even greater proportions among Pueblo communities than among non-Pueblo communities.

**6) Continuous changeover in Tribal leadership, resulting in continuous change in business plans** – Pueblos vote every two to three years for their Governor and Tribal leaders. Frequently this leads to turnover in Governors, and they can change previously made decisions concerning Tribally-controlled businesses. While this beneficially reflects democratic values, it can serve to create havoc within Tribally-controlled businesses that are in the middle of implementing carefully prepared longer-term business strategies. Disruptions in business operations results in business downturns and failures.

Native American entrepreneurs face even greater challenges than the average business owner: 1) Few mentors or role models with whom to consult; 2) lack of access to capital and equity; 3) lower education levels; 4) Limited skills and abilities in developing and managing a business; and 5) Limited access to regional and global markets. To create individual and Tribal wealth, economic development strategies on reservations must also include Tribal member-owned small businesses. As stated previously, these three communities are nearly twice as likely to live in poverty, and more likely to be unemployed compared to their neighbors. This affects their ability to use savings (if they have any) and assets to self-finance, to qualify for bank loans, or to undertake the risk of entrepreneurial ventures. In addition, low educate rates and high unemployment rates at each community means many do not have the academic or work experience to build an entrepreneurial venture. Furthermore, geographically isolated Tribes are at a greater disadvantage. Picuris Pueblo the most isolated of the three finds it more difficult and costly to serve potential markets. A lack of high-speed broadband and internet access (San Ildefonso, Tesuque) isolates them further. Isolation, geographically and electronically, makes it harder for these communities to network with potential entrepreneurs and small businesses, find mentors, reach larger markets, or explore their consumer base.

Overall these communities and their aspiring entrepreneurs have less exposure to entrepreneurship and its best practices. They meet fewer entrepreneurial peers and mentors with whom to consult, which is key to entrepreneurial success. With few exceptions, the three communities have not promoted an entrepreneurial environment, supported or encouraged community members to start businesses, connected to tribal businesses, or kept dollars within their community. Finally, entrepreneurs need a stable regulatory process for building their businesses and Tribal governments, which change frequently and don't offer a consistent, uniform regulatory process in which an entrepreneur can be successful.

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## Regional Economic Benefits

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Tribally-owned and microenterprise business development represent a two-pronged approach that addresses the need for additional and improved Tribal businesses to generate additional revenue, create more jobs on the reservation and have the ability to increase social services for members due to augmented Tribal revenues from new businesses developed. It also addresses high unemployment rates and low income levels of community members by targeting and mentoring those interested in developing entrepreneurial businesses. Finally, it improves operations and profits for already established businesses; specifically for artisan entrepreneurs and helps youth create jobs for themselves, and the households in which they live.

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## Strategies:

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Overarching goal: The project goal is to enhance economic security at Picuris, and Tesuque Pueblos by developing and implementing Tribally-owned and household businesses at each Pueblo. San Ildefonso was not able to devise a clear strategy to meet this goal.

**Strategy (Tesuque):** To create a utility company that would serve Tesuque and surrounding communities.

Strategies/Activities	Responsibilities	Resources	Timeline	Benchmarks	Status
Collaborate with stakeholders within Tesuque to decide on path forward for creation of the company	Governor of Tesuque, council members, CEO of Economic Development Corporation of Tesuque	Internet based research, conversations with utility companies in area	January 2017 – May 2017	# of meetings to discuss; Action plan created	Pending
Creation of company (legal documents)	Governor of Tesuque, council members, CEO of Economic Development Corporation of Tesuque Tribal lawyers	Legal documents	June 2017	Legal Documents created and signed	Pending



Creation of utility business plan	Governor of Tesuque, council members, CEO of Economic Development Corporation of Tesuque Tribal lawyers; consultant to write business plan (could be NPHA Economic Development Director)	Business plan resources, SBA, comparison of other successful plans	June - September 2017	Business plan created and approved	Pending
Secure start-up funding for company	Governor of Tesuque, council members, CEO of Economic Development Corporation of Tesuque	Research loans and grant programs	January – August 2017	Loans or funding secured	Pending
Implement business plan, hire staff and start company	Governor of Tesuque, council members, CEO of Economic Development Corporation of Tesuque	Best practices in utility company resources created	November 2017 on onward	Staffing plan; # of hires;	Pending
Hold a 3-pueblo community forum to share results, lessons learned and next steps.	Governors of Tesuque, San Ildefonso and Picuris Pueblos, all council members, CEO of Economic	Meeting room at Camel Rock Casino or other event, email outreach, flyers and calls to	June 2018	Meeting agenda; # of participants; Lessons learned drafted and	Pending

	Development Corporation of Tesuque; community members	community members		shared at meeting	
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**Strategy (Picuris):** Renovate and re-open the Picuris Restaurant and Museum by 2018 to attract tourists and generate revenue for the community

Strategies/Activities	Responsibilities	Resources	Timeline	Benchmarks	Status
Research and secure funding for building upgrade	Governor of Picuris, Three Eagles, Council members, Tribal Administrator	Research resources (ideas include ICDBG, ANA SEEDS, etc)	January 2017- on-going	# of identified grants or loans; # of grants or loan applications; # of grants or loans secured	Underway
Create and circulate RFP for bids for building design and upgrade.	Governor of Picuris, Three Eagles, Council members, Tribal Administrator	RFP	January – March 2017	RFP devised and circulate; # of bids received	Pending
Select designer	Governor of Picuris, Three Eagles, Council members, Tribal Administrator	Funds secured	April – May 2017	Design plan accepted; contract signed	Pending
Renovation started	Governor of Picuris, Three Eagles, Council members, Tribal Administrator	Funds secured	June – August 2017	Building renovated successfully; inspection report	Pending

Staff hired and Business open for tourists and community;	Governor of Picuris, Three Eagles, Council members, Tribal Administrator	Staffing plans and organizational chart; flyers and brochures	September 2017	Business open and operating	Pending
Open house celebration to include all three Tribal Communities, neighbors and stakeholders	Governor of Picuris, Three Eagles, Council members, Tribal Administrator; NM Tourism board invited	Flyers and outreach materials	October 2017	Open house invitations and event held	Pending

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## Target Outcomes:

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### Short Term: Year 1

1. Tesuque – To create more job opportunities for Tesuque members and to reduce dependency on outside sources.
2. Picuris – To devise a business plan and path forward for the renovation, find funding, and start renovation.
3. Open house at each to share results, challenges, opportunities and next steps.

### Intermediate: (Years 2-3)

1. Tesuque – To create more job opportunities for Tesuque members and to reduce dependency on outside sources. And, to share successes, lessons learned and next steps with other 2 Tribal communities in the plan.
2. Picuris – To attract tourism dollars to the community, generate jobs and increased revenue for Picuris pueblo. And, to share successes, lessons learned and next steps with other 2 Tribal communities in the plan.

### Long Term: (Years 4 and beyond)

1. To create more resilient and economically vibrant economies at each of the communities.
  2. To create more resilient, collaborative and economically successful communities that are part of the Northern New Mexico Pueblo SET Region.
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## Goal 4: To create viable cultural tourism opportunities

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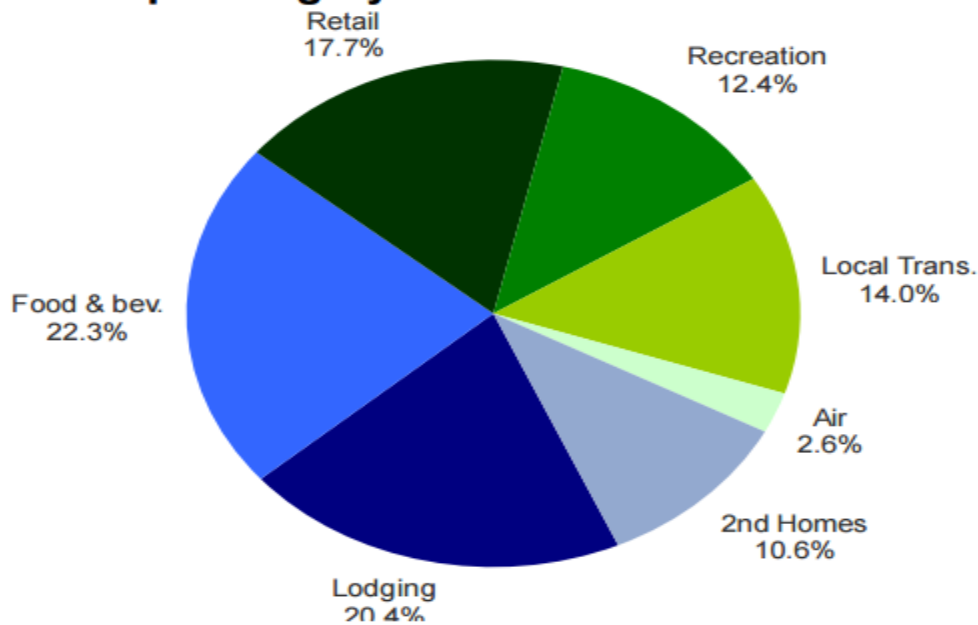
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## Regional Economic Benefits

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Tourism in New Mexico generated \$609 million in state and local taxes in 2014 and is a key economic driver. New Mexico's tourism economy surged in 2014 with visitor spending increasing 4.5%. New Mexico hosted 33.3 million visitors in 2014. The vast majority was from domestic markets (98%) and came for leisure alone (86%). Tourism generated \$4.4 billion in state GDP in 2014, representing 4.8% of the total New Mexico economy. Tourism is a key industry for the three Tribal communities and one which they are not currently taking sufficient advantage of. Tourists visit Tribal communities for native food, crafts, dances, hikes, and cultural events. By offering more at each community, we are building the region's tourism industry, creating more tourism dollar wealth for communities and strengthening the industry here in NM overall<sup>6</sup>.

### Visitor Spending By Sector

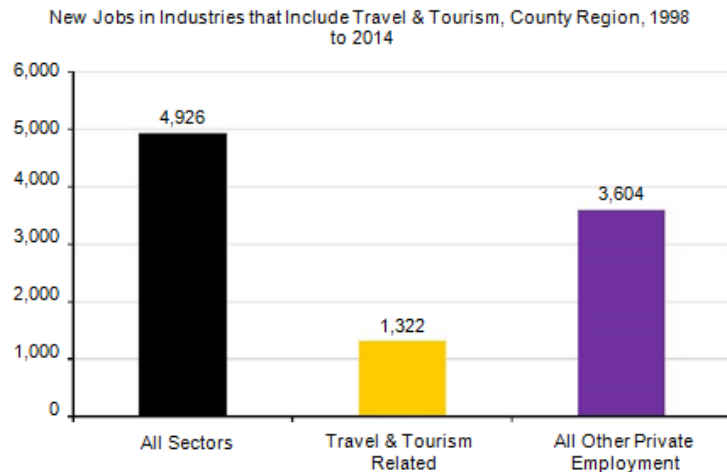


Taken from NM Tourism Annual Report 2015

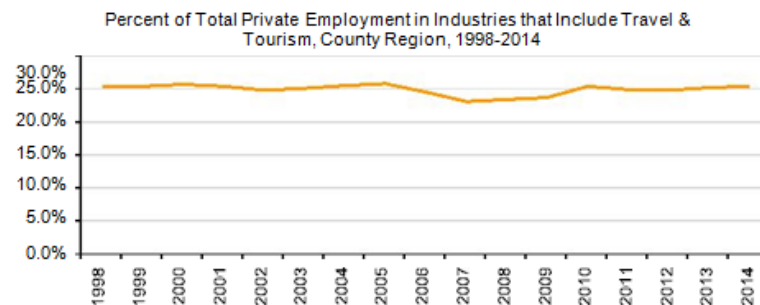
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<sup>6</sup> <http://nmtourism.org/wp-content/uploads/2015/10/2015-NMTD-Annual-Report-9-30-151.pdf>

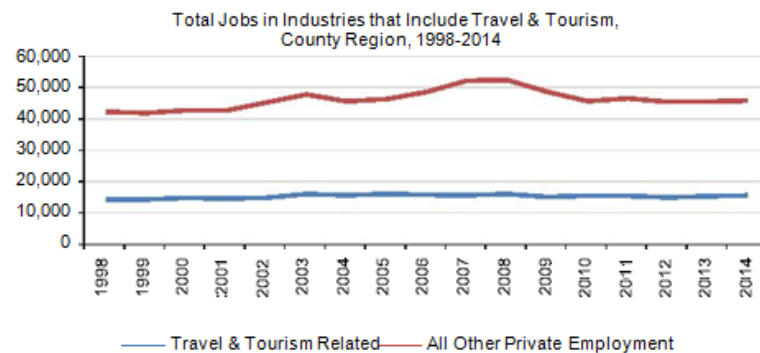
- From 1998 to 2014, travel & tourism employment grew by 1,322 jobs.
- From 1998 to 2014, non-travel & tourism employment grew by 3,604 jobs.



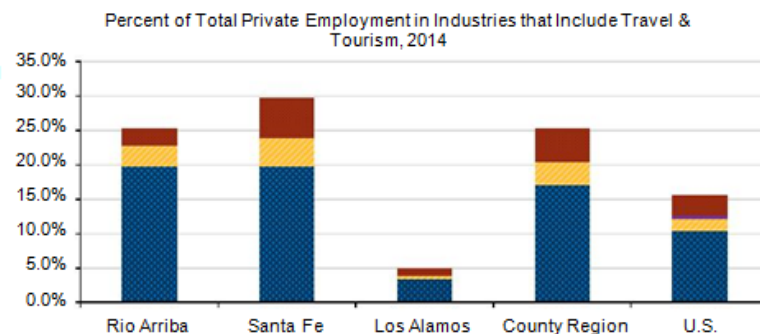
- In 1998, travel & tourism represented 25% of total employment. By 2014, travel & tourism represented 25% of total employment.



- From 1998 to 2014, travel & tourism employment grew from 14,272 to 15,594 jobs, a 9.3% increase.
- From 1998 to 2014, non-travel & tourism employment grew from 42,236 to 45,840 jobs, a 8.5% increase.



- In 2014, Santa Fe County, NM had the largest percent of total travel & tourism employment (29.9%), and Los Alamos County, NM had the smallest (5%).



Taken from NM Tourism Annual Report 2015

These graphs highlight the importance of tourism in NM, particularly in Santa Fe, and Rio Arriba Counties. What this means for the Northern Pueblo SET Region is that tourism brings money and can create potential jobs and income for these communities now and in the future. What is not displayed here is that one of the top reasons that tourists come to NM is to experience, visit and participate in Tribal culture. Tourists like to buy Native crafts, eat their food, visit their dances, take photos, visit their buildings and learn about their cultures. Each of the communities has unique offerings that bring tourists and their dollars to their communities. By building on the importance of tourism in NM, the Northern Pueblo SET Region is strengthening their economy and that of their neighbors. In time, it is envisioned that the three communities will join forces to create a tourism business that creates opportunities for tourists to stay in and visit each community and that this is coordinated over time. It is important to note that the process with Native American communities is slow and takes time. There is significant distrust and lack of coordination within and among Pueblo cultures. If, over time, it can be shown (as they have done with NPHA as their mutual housing authority) that the sum of the parts are greater than what one individual community can do - progress, cohesion and coordinated regional development will take place.

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## Strategies:

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**Strategy (Tesuque):** Build a Visitors Center to showcase Tesuque's cultural heritage by securing required resources, designing a business plan and implementation of plan and increasing tourism income and jobs for the community by 2019.

Strategies/Activities	Responsibilities	Resources	Timeline	Benchmarks	Status
Decide on site, design building, design on action plan; identify funding	Governor of Tesuque, council, CEO of Economic Development Corporation, Tribal Administrator	Research of potential grants and loans for building	February 2017- April 2017	Strategic plan for development outlining grants and loan opportunities; Site identified; Action plan created	Pending
Secure funding and path forward for visitors center	Governor of Tesuque, council, CEO of	Research resources	FY 2017- 2018	Funding or loans secured	Pending

	Economic Development Corporation,				
RFP created for building design and construction and distributed for bid	Governor of Tesuque, council, CEO of Economic Development Corporation, Tribal Administrator	RFP outreach (email, newspaper announcement)	March 2018	Identification of successful bid; Plans from company submitted and accepted; Contract signed	Pending
Design and construction started and completed	Governor of Tesuque, council, CEO of Economic Development Corporation, Tribal Administrator	Plans from company submitted and accepted	June 2018-December 2018	Inspection reports	Pending
Open house for new visitors center	Governor of Tesuque, council, community members	Outreach (flyers, emails, calls, etc.) Food and party	February 2019	Event announcement; # of attendees	Pending
Gathering of all three communities to discuss creation of a Tourist business that they can all participate in.	All Governors and Council Members, All Community Members	Outreach and flyers	August 2019	Event announcement; # of attendees; Action plan and ideas developed and circulated for follow-up	Pending



**Strategy (Picuris):** Renovate the current visitor center and restaurant; implement its operation with the goal of increasing tourism income and jobs for the community by 2019.

Strategies/Activities	Responsibilities	Resources	Timeline	Benchmarks	Status
Decide on site, design building, design on action plan; identify funding	Governor of Picuris, council, Three Eagles Corporation., Tribal Administrator	Research of potential grants and loans for building ((ideas include ICDBG, ANA SEEDS, etc)	February 2017- April 2017	Strategic plan for development outlining grants and loan opportunities; Site identified; Action plan created	Pending
Secure funding and path forward for visitors center	Governor of Picuris, council, Three Eagles Corporation., Tribal Administrator	Researching resources (ideas include ICDBG, ANA SEEDS, etc)	FY 2017- 2018	Funding or loans secured	Pending
RFP created for building design and construction and distributed for bid	Governor of Picuris, council, Three Eagles Corporation., Tribal Administrator	RFP outreach (email, newspaper announcement)	March 2018	Identification of successful bid; Contract signed	Pending
Design and construction started and completed	Governor of Picuris, council, Three Eagles Corporation., Tribal Administrator Corporation, Tribal Administrator	Newsletter announcements	June 2018- December 2018	Inspection reports	Pending

Open house for new visitors center	Governor of Picuris, council, Three Eagles Corporation., Tribal Administrator	Outreach (flyers, emails, calls, etc.) Food and party	April 2019	Event announcement; # of attendees	Pending
Gathering of all three communities to discuss creation of a Tourist business that they can all participate in.	All Governors and Council Members, All Community Members	Outreach and flyers	August 2019	Event announcement; # of attendees; Action plan and ideas developed and circulated for follow-up	Pending

**Strategy (San Ildefonso):** Develop a fully operational Visitor/Cultural Center complex by 2020 to showcase their cultural heritage, create jobs for the community and generate revenue to the Tribe from tourist dollars.

Strategies/Activities	Responsibilities	Resources	Timeline	Benchmarks	Status
Decide on site, design building, design on action plan; identify funding	Governor of San Ildefonso, council, Tribal Administrator	Research of potential grants and loans for building (ideas include ICDBG, ANA SEEDS, etc)	February 2017- April 2017	Strategic plan for development outlining grants and loan opportunities; Site identified; Action plan created	Pending
Secure funding and path forward for visitors center	Governor of San Ildefonso, council, Tribal Administrator	Researching resources(ideas include ICDBG, ANA SEEDS, etc)	FY 2017-2018	Funding or loans secured	Pending

RFP created for building design and construction and distributed for bid	Governor of San Ildefonso, council, Tribal Administrator	RFP outreach (email, newspaper announcement)	March 2018	Identification of successful bid; Contract signed	Pending
Design and construction started and completed	Governor of San Ildefonso, council, Tribal Administrator	Newsletter announcements	June 2018-December 2018	Inspection reports	Pending
Open house for new visitors center	Governor of San Ildefonso, council, Tribal Administrator	Outreach (flyers, emails, calls, etc.) Food and party	May 2019	Event announcement; # of attendees	Pending
Gathering of all three communities to discuss creation of a Tourist business that they can all participate in, as well as share results of their initiatives.	All Governors and Council Members, All Community Members	Outreach and flyers	August 2019	Event announcement; # of attendees; Action plan and ideas developed and circulated for follow-up	Pending

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## Target Outcomes:

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### Short Term: Year 1

1. Tesuque – Design and structure center, research and secure funding for building
2. Picuris – Design and structure center, research and secure funding for building
3. San Ildefonso - Design and structure center, research and secure funding for building.
4. Gathering for all three communities to discuss creation of a Tourist business that they can all participate in, as well as share results of their initiatives.

### Intermediate: Years 2-3

1. Tesuque – Attract more tourism dollars to the region and our community, and hire local pueblo members for center jobs.
2. Picuris – Attract more tourism dollars to the region and our community, and hire local pueblo members for center jobs.

3. San Ildefonso - Attract more tourism dollars to the region and our community, and hire local pueblo members for center jobs.
4. Begin dialogue about how all three communities can create a tourism business that brings tourists and their dollars to each community collectively.

**Long Term:** Years 4 and beyond

1. Tesuque – Preserve our cultural heritage while generating more revenue for our community
2. Picuris – Preserve our cultural heritage while generating more revenue for our community
3. San Ildefonso - Preserve our cultural heritage while generating more revenue for our community
4. Tourist company formed that creates economic opportunities for each community and the region.

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**Goal 5: Affordable Housing for Each Community**

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The overarching fifth goal is to reduce the number of substandard homes at each of the three Pueblos by either renovation or building new homes for sole ownership at each community. This goal focuses on securing the health, safety, energy efficiency, accessibility, livability, and code compliance issues for low-income Tribal Members, now and in the future.

**Strategy: To assure all Pueblo members at Tesuque, San Ildefonso, and Picuris Pueblos have access to affordable, safe, energy efficient and code compliance homes by 2021.**

Strategies/Activities	Responsibilities	Resources	Timeline	Benchmarks	Status
Identify # of Pueblo members in need of rehabilitation or new homes	Governors, Tribal Council and Tribal Administrators and community members at Tesuque, San Ildefonso and Picuris Pueblos, NPHA Housing Manager and Executive Director	Community meetings, flyers and dates for community input	January 2017- April 2017	# of applications for rehabilitation; Survey completed of community member housing needs	Currently working on this
Identify total funding costs for 2017-2018 for rehabilitation and	Governors, Tribal Council and Tribal Administrators	Research HUD (IHBG and ICDBG) as	FY 2017- 2018	# of grants identified and submitted	Pending

housing construction	and community members at Tesuque, San Ildefonso and Picuris Pueblos, NPHA Housing Manager and Executive Director	well as other resources			
Funds secured	Governors, Tribal Council and Tribal Administrators and community members at Tesuque, San Ildefonso and Picuris Pueblos, NPHA Housing Manager, Development Director and Executive Director	Grants obtained	Anticipated HUD IHBG ICDBG and others June 2017	# of successful bids secured	Pending awaiting NOFA for 2017 for ICDBG, just submitted IHBG for 2017
Applications for housing rehabilitation and construction submitted to NPHA	Governor of Tesuque; council, Tribal Administrator; NPHA Housing manager	Flyers, newsletters, applications online at NPHA as well as hardcopies	May 2017-June 2017	# of applications received, processed and accepted.	Pending
Design and construction started and completed for renovated or new homes	NPHA BOD representing Tesuque, San Ildefonso and Picuris Pueblos,		July 2017-October 2017	Inspection reports	Pending

	NPHA Housing Manager and Executive Director				
Open house for new or renovated homes and celebration	Governors, Tribal Council and Tribal Administrators and community members at Tesuque, San Ildefonso and Picuris Pueblos, NPHA Housing Manager and Executive Director	Outreach (flyers, emails, calls, etc.) Food and party	November 2017	Event announcement; # of attendees	Pending
Gathering of all three communities to discuss the possibility of creating and building a new housing authority building where they all share profits and rent rather than renting from Pojoaque.	All Governors and Council Members, All Community Members	Outreach and flyers	December 2017	Event announcement; # of attendees; Action plan and ideas developed and circulated for follow-up	Pending

## Target Outcomes:

### Short Term: Year 1

1. Tesuque, Picuris and San Ildefonso – Housing needs for rehabilitation or new construction are identified and reduced by end of 2018
2. Initial discussion towards end of 2017 of building shared building in the coming 2-3 years.

**Intermediate: Years 2-3**

1. Tesuque, Picuris and San Ildefonso Tesuque – Housing needs for rehabilitation or new construction are identified and reduced by end of 2019
2. Begin dialogue and “ideas” about how all three communities can create a housing entity/ business that generates revenue for each of the Tribal Communities.
3. Discussion and outreach for other Tribal Communities to join NPHA and grow the housing authority.

**Long Term: Years 4 and beyond**

1. All three communities – Commitment to 1-2 shared ways of joining forces in addition to sharing the use of NPHA as the housing authority.
2. All three communities – Continued assurance that housing needs for rehabilitation or new construction are identified and reduced on a continual basis.

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**Evidence Basis for Plan**

These graphs highlight the changing demographics of each community and the need for more economic opportunities in this diverse region. As the population grows and people age, there must be incentives for Native Community members to stay in their communities. If this does not happen, youth will leave and cultural traditions are at the brink of collapse. The identified strategies mentioned previously help to not only build each community, but create economic opportunities for the region as a whole. They also create means for sharing information and learning from each other. And, while this process is a slow one, particularly for Native American Communities, with time and more outreach and sharing, the communities and the region have opportunity to learn from each other – opening up the possibility of further collaboration in youth development, business development, housing and other needs of the region.

## Population, 2000-2014\*

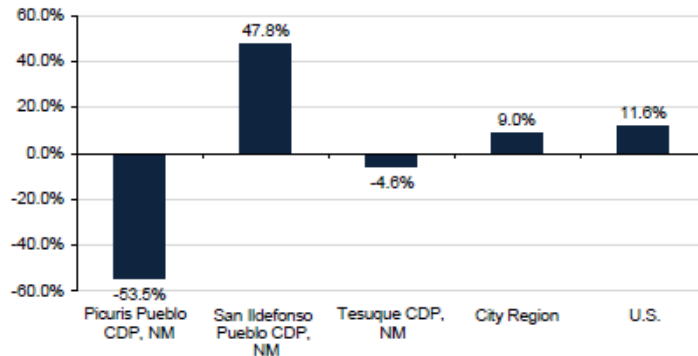
	Picuris Pueblo CDP, NM	San Ildefonso Pueblo CDP, NM	Tesuque CDP, NM	City Region	U.S.
Population (2014*)	40	677	867	1,584	314,107,084
Population (2000)	86	458	909	1,453	281,421,908
Population Change (2000-2014*)	-46	219	-42	131	32,685,178
Population Percent Change (2000-2014*)	-53.5%	47.8%	-4.6%	9.0%	11.6%

\* The data in this table are calculated by ACS using annual surveys conducted during 2010-2014 and are representative of average characteristics during this period.

Percent Change in Population, 2000-2014\*

\* From 2000 to the 2009-2014 period, Picuris Pueblo CDP, NM had the smallest estimated absolute change in population (-46).

\* From 2000 to the 2009-2014 period, San Ildefonso Pueblo CDP, NM had the largest estimated relative change in population (47.8%), and Picuris Pueblo CDP, NM had the smallest (-53.5%).



## Employment by Occupation, 2014\*

	Picuris Pueblo CDP, NM	San Ildefonso Pueblo CDP, NM	Tesuque CDP, NM	City Region
<b>Civilian employed population &gt; 16 years</b>	8	282	481	771
Management, professional, & related	5	110	293	408
Service	2	74	21	97
Sales and office	0	54	140	194
Farming, fishing, and forestry	0	2	0	28
Construction, extraction, maint., & repair	1	22	5	32
Production, transportation, & material moving	0	20	12	32
<b>Percent of Total</b>				
Management, professional, & related	62.5%	39.0%	60.9%	52.9%
Service	25.0%	26.2%	4.4%	12.6%
Sales and office	0.0%	19.1%	29.1%	25.2%
Farming, fishing, and forestry	0.0%	0.7%	0.0%	0.3%
Construction, extraction, maint., & repair	12.5%	7.8%	1.0%	3.6%
Production, transportation, & material moving	0.0%	7.1%	2.5%	4.2%

\* The data in this table are calculated by ACS using annual surveys conducted during 2009-2014 and are representative of average characteristics during this period.

## Employment by Industry, 2014\*

	Picuris Pueblo CDP, NM	San Ildefonso Pueblo CDP, NM	Tesuque CDP, NM	City Region
<b>Civilian employed population &gt; 16 years</b>	8	282	481	771
Ag, forestry, fishing & hunting, mining	0	0	5	5
Construction	1	26	3	30
Manufacturing	0	3	5	8
Wholesale trade	0	11	0	11
Retail trade	0	26	36	62
Transportation, warehousing, and utilities	0	3	12	15
Information	0	2	26	28
Finance and insurance, and real estate	0	10	88	98
Prof, scientific, mgmt, admin, & waste mgmt	0	54	134	188
Education, health care, & social assistance	0	53	73	126
Arts, entertain., rec., accomodation, & food	2	22	26	50
Other services, except public administration	0	10	33	43
Public administration	5	62	40	107
<b>Percent of Total</b>				
Ag, forestry, fishing & hunting, mining	0.0%	0.0%	1.0%	0.6%
Construction	12.5%	9.2%	0.6%	3.9%
Manufacturing	0.0%	1.1%	1.0%	1.0%
Wholesale trade	0.0%	3.9%	0.0%	1.4%
Retail trade	0.0%	9.2%	7.5%	8.0%
Transportation, warehousing, and utilities	0.0%	1.1%	2.5%	1.9%
Information	0.0%	0.7%	5.4%	3.6%
Finance and insurance, and real estate	0.0%	3.5%	18.3%	12.7%
Prof, scientific, mgmt, admin, & waste mgmt	0.0%	19.1%	27.9%	24.4%
Education, health care, & social assistance	0.0%	18.8%	15.2%	16.3%
Arts, entertain., rec., accomodation, & food	25.0%	7.8%	5.4%	6.5%
Other services, except public administration	0.0%	3.5%	6.9%	5.6%
Public administration	62.5%	22.0%	8.3%	13.9%

## Age & Gender Distribution, 2014\*

	Picuris Pueblo CDP, NM	San Ildefonso Pueblo CDP, NM	Tesuque CDP, NM	City Region	U.S.
<b>Total Population</b>	40	677	867	1,584	314,107,084
Under 5 years	0	42	14	56	19,973,711
5 to 9 years	0	46	38	84	20,460,355
10 to 14 years	2	27	20	49	20,698,883
15 to 19 years	1	28	1	30	21,510,534
20 to 24 years	0	57	42	99	22,407,472
25 to 29 years	0	77	20	97	21,445,137
30 to 34 years	0	51	44	95	20,865,045
35 to 39 years	0	16	25	41	19,802,434
40 to 44 years	5	42	57	104	20,920,806
45 to 49 years	3	56	86	145	21,725,883
50 to 54 years	4	69	61	134	22,522,303
55 to 59 years	2	49	110	161	20,623,001
60 to 64 years	15	33	166	214	17,973,759
65 to 69 years	2	24	68	94	13,832,906
70 to 74 years	5	19	31	55	10,181,078
75 to 79 years	0	15	48	63	7,559,561
80 to 84 years	1	18	32	51	5,805,252
85 years and over	0	8	4	12	5,819,164
<b>Total Female</b>	18	276	532	828	159,591,925
<b>Total Male</b>	22	401	335	756	154,515,159

## Change in Median Age, 2000-2014\*

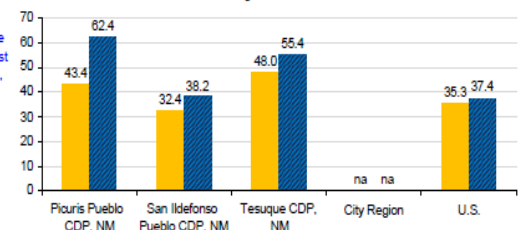
Median Age* (2014*)	62.4	38.2	55.4	na	37.4
Median Age* (2000)	43.4	32.4	48.0	na	35.3
Median Age % Change	43.8%	17.9%	15.4%	na	5.9%

\* Median age is not available for metro/non-metro or regional aggregations.

\* The data in this table are calculated by ACS using annual surveys conducted during 2009-2014 and are representative of average characteristics during this period.

\* From 2000 to the 2009-2014 period, the median age estimate increased the most in Picuris Pueblo CDP, NM (43.4 to 62.4, a 43.8% increase) and increased the least in the U.S. (35.3 to 37.4, a 5.9% increase).

Median Age, 2000 & 2014\*





## Regional Economic Data

The three Tribal Communities are located in Santa Fe, Rio Arriba and Taos Counties – all of which have varied success in economic development initiatives. Santa Fe County is the third most populous county in New Mexico with approximately 144,000 residents (2014 census data). The City of Santa Fe, is the state’s capital, and industries that prevail are government and tourism. Taos County is home to world-class skiing, biking and other outdoor recreational activities with a population of 33,000 (2014 census data) and the county seat is the Town of Taos. As of 2013 total workforce in Santa Fe County was 74,855: 70,514 employed and 4,341 unemployed, and boasts an unemployment rate of 5.8% compared to 7.3% statewide. The 2010 average wage per job in the County was \$40,771, representing a 1.76% change from 2009. New Mexico’s 2014 average wage per job was \$40,199, a 2.19% increase from 2009. Total net earnings in 2010 in the County were \$3.58 billion, a 1.92% change from 2009. Statewide, total net earnings increased 3.69% between 2009 and 2010. Among the population 25 years and older 86.3% had at least graduated high school and 40% had a bachelor’s degree or higher. Statewide these percentages were 82.7% and 25.5%, respectively. Rio Arriba County has approximately 40,000 citizens (2014 census data) and has a wealth of natural protected areas, including Valles Caldera National Preserve and Carson National Forest.

### Top 15 Inputs by Dollars: NCM Tribal Group, NM

#### Arts, Entertainment, Recreation And Visitor Industries Cluster

Industries	Estimated Input (\$ Millions), 2013	% In-Region	% Out of Region
Corporate, Subsidiary, and Regional Managing Offices	\$21.11	5%	95%
Independent Artists, Writers, and Performers	\$13.16	78%	22%
Lessors of Residential Buildings and Dwellings	\$8.57	50%	50%
Motion Picture and Video Production	\$7.89	68%	32%
Lessors of Nonresidential Buildings (except Min Warehouses)	\$7.86	73%	27%
Offices of Real Estate Agents and Brokers	\$6.03	60%	40%
Offices of Lawyers	\$5.22	55%	45%
Administrative Management and General Management Consulting Services	\$4.37	42%	58%
Other Activities Related to Real Estate	\$4.22	45%	55%
Temporary Help Services	\$3.89	21%	79%
Advertising Agencies	\$3.80	25%	75%
Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	\$3.52	35%	65%
Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) *	\$3.12	30%	70%
Promoters of Performing Arts, Sports, and Similar Events with Facilities	\$3.04	47%	53%
Internet Publishing and Broadcasting and Web Search Portals	\$2.99	10%	90%

Note: \* Industry sector has less than 10 jobs as calculated by BMS; \*\* Industry sector is not present in the region.

section 03

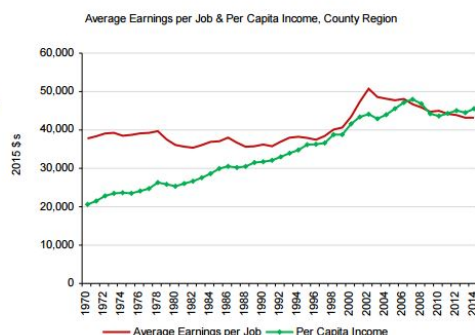
Key areas of economic development throughout the entire counties is government, agriculture, tourism, film industry and entrepreneurship. Youth development is central to the success of each county alone, and certainly as a contiguous region. This does not signify that local communities are able to take advantage of opportunities in any of these sectors, and many suffer from low waged jobs, and insufficient training to access better economic

opportunities. Earnings have actually gone down slightly since 2010 and overall are lower than the national average. Those living in Santa Fe County are subjected to an area where the cost of living is high and blue collar wages don’t match the cost of living.

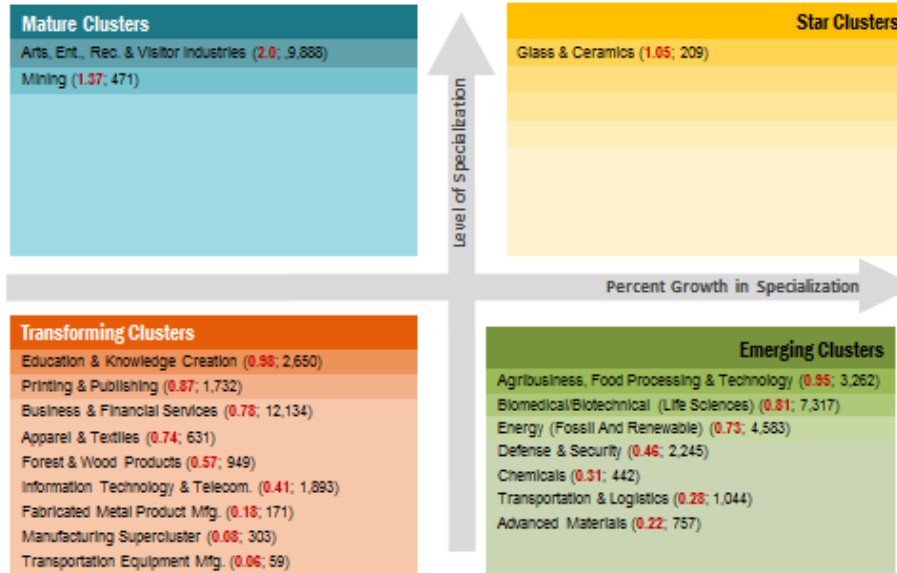
Average Earnings per Job & Per Capita Income, 1970-2014 (2015 \$)

	1970	1980	1990	2000	2014	Change 2000-2014
Average Earnings per Job	\$37,800	\$36,102	\$36,211	\$43,462	\$43,213	-\$249
Per Capita Income	\$20,608	\$25,333	\$31,718	\$41,591	\$45,545	\$3,954
<b>Percent Change</b>						% Change 2000-2014
Average Earnings per Job						-0.6%
Per Capita Income						9.5%

- From 1970 to 2014, average earnings per job grew from \$37,800 to \$43,213 (in real terms), a 14% increase.
- From 1970 to 2014, per capita income grew from \$20,608 to \$45,545 (in real terms), a 121% increase.



### Industry cluster analysis



As shown in the above clusters created for the Northern New Mexico Pueblos Program, mature clusters are art and apparel and textiles of which each of the three communities have people who are artists and sell their work. Transforming clusters relevant to the communities are education and knowledge creation (youth development), forest and wood products (Picuris is working on lumber and charcoal development) and emerging clusters include agribusiness, food processing and technology and energy (solar in Picuris). Also emerging, although not shown here, is tourism and entrepreneurship – all of which are very relevant to the region and each of the three communities.

# Bubble chart interpretation

## Mature Industries

Only two industry clusters in the North Central New Mexico Tribal Group Region are in the Maturing stage: Arts, Ent., Rec. & Visitor Industries and Mining. These industries are relatively concentrated, but their growth is trending downward. It is worth noting, however, that the North Central New Mexico Tribal Group Region may find it worthwhile to invest in efforts to shore up the concentration of these industries.

## Transforming Industries

Transforming clusters capture the mix of industries that are experiencing relative decline and limited export capability. In the North Central New Mexico Tribal Group Region, top six transforming clusters are Education & Knowledge Creation, Printing & Publishing, Business & Financial Services, Apparel & Textiles, Forest & Wood Products, and Information Technology & Telecom. Any amount of growth in these industries would require relatively large investments.

## Star Industries

Star industry clusters are highly concentrated, exporting and still experiencing growth in the region. There is only one Star industry cluster in the North Central New Mexico Tribal Group Region: Glass & Ceramics. Its location quotient is 1.05, indicating that the cluster is much concentrated in the region as U.S. average.

## Emerging Industries

Industry clusters that may be poised for future growth are classified as "Emerging." The Emerging clusters in the North Central New Mexico Tribal Group Region include Agribusiness, Food Processing & Technology, Biomedical/Biotechnical (Life Sciences), Energy (Fossil And Renewable), Defense & Security, Chemicals, Transportation & Logistics, and Advanced Materials.

## Regional Assets:

### Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

The following outlines the common strengths, challenges and opportunities for the region and individual communities. The listings below are not in order of priority.

#### Strengths

##### Common strengths across all three communities:

- Culture – Traditions, Mixed, Tourism (Picuris Excluded)
- Natural resources
- Location and Land/Scenery
- Community
- Sovereignty
- Agriculture/Farming

#### Opportunities

##### Housing Common opportunities across all three communities:

- Vocational Training Center – Work force training, College courses, Life skills building
- Buy Local
- Business Development
- Tourism – (eco-tourism/Cultural Tourism, Travel Center & Air Rides/Concerts & Event Center)
- Improve or Reopen Existing Businesses
- Youth Intervention Program/Childcare facilities
- Agriculture Opportunities – Farmer's Market/Co-Op/ Food hub
- Community Outreach support/ Tribal/community Forums – SET

<p><b><u>Challenges</u></b></p> <p><b>Common challenges across all three communities:</b></p> <ul style="list-style-type: none"> <li>• housing</li> <li>• Participation and Involvement/Interest (no community vision)</li> <li>• Employment Training and Education</li> <li>• Lack of Jobs</li> <li>• Lack of Infrastructure; Financing</li> <li>• Language</li> <li>• Substance Abuse</li> <li>• Government Accountability and Structure</li> <li>• Healthcare</li> </ul>	<p><b><u>Outlying differences included:</u></b></p> <ul style="list-style-type: none"> <li>• Picuris wanted a USDA processing facility/emergency substation</li> <li>• San I wanted a Solar Farm and Bio Mass facility</li> <li>• Tesuque wanted to reacquire ancestral lands.</li> <li>• San I and Picuris had problems with the destruction of environment or encroachment.</li> <li>• Tesuque has a problem with the income regulations given by HUD. Another challenge that they shared was communication</li> <li>• San I has the strength of LANL for employment.</li> </ul>

All of the above strategies, over time, will help to influence each community's knowledge, attitudes and skills in seeing the region as one, rather than separately isolated communities that are not connected. The SET mentorship program has been influential in helping alter these insular perceptions. By identifying areas of cross-over, need and capacity building – the three communities have come a long way in seeing themselves as an integrated region, not only in terms of similar areas, but as Tribal communities that are seeking to improve the health, welfare, and economic vitality of their community members; this in and of itself is critical and a monumental achievement for three communities that historically have not worked together nor seen their needs and goals as connected. These communities have a long way to go, but slowly and step-by-step are beginning to see how as a region they have the potential to be stronger together.

This SET Plan is unique and must be seen in the light of what is possible with three separate Pueblos who are not living next door to each other, but are part of separate communities within a regional economy and that moreover have a history of not working collaboratively. Pueblo communities are very different than non-Native and must be treated differently in terms of what is realistic and what is not. This SET program lays the groundwork for unprecedented collaboration that will grow with time and success in strengthening and building their regional economy.

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## Potential Barriers and Related Strategies

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**Capacity of Communities** is different in relationship to ability to secure funding and follow through with programming.

*Strategy:* NPHA's Economic Development Director will continue to work closely with each community to ensure programs move forward and funding is identified and secured, where possible.

**Change in Governments** at each community is a reality and often strategies and agendas change.

*Strategy:* NPHA will work with current and changing governor's to facilitate follow-through on programs and projects underway. NPHA is creating a working group made up of council members, community members and leadership from each community to maintain continuity for the work we have done over the past year.

**Communication is often challenging** because the communities are not accustomed to work together.

*Strategy:* NPHA will continue to inform communities via its electronic and paper newsletters, the monthly board of director meetings and establish a SET working group to continue dialogue and progress.

**Jobs are limited in region and pueblo members often don't have sufficient job related skills to meet labor market demands.** *Strategy:* NPHA has on-going grant applications for economic development strengthening in areas such as employability (soft and hard skills) and each community has programs to build the capacity and create jobs for community members.

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## Progress Indicators (all indicators separated by pueblo where indicated)

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### AGRICULTURE

- Number of sales made
- Number of clients attained
- Number of repeat orders
- Increase in sales per year
- Number of people employed
- Number of joint projects the three communities identify and implement

### CULTURAL TOURISM

- Number of visitors
- Increase in sales of tourism products

- Increase in number of Pueblo tourism-related businesses developed
- Number of joint projects the three communities identify and implement

#### YOUTH DEVELOPMENT

- Number of youth enrolled in programs
- Number of youth who complete high school
- Number of youth who complete college applications and matriculate
- Number of youth who learn and speak native language fluently

#### ENTREPRENEURSHIP AND TRIBAL BUSINESS DEVELOPMENT

- Number of Tribal businesses development
- Number of new jobs created
- Number of microenterprises established and operational
- Number of joint projects the three communities identify and implement

#### AFFORDABLE HOUSING

- Number of houses that are rehabilitated or constructed to code
- Amount of inventory that requires rehabilitation
- Number of community members who need new housing
- Number of joint projects the three communities identify and implement

